



# American Society of Military Comptrollers

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**Professional Development Institute 2003**

## **Impact of the BMMP and BEA on DoD's Technical Infrastructure**



# Imagine If...

**...we could more readily**

**...identify  
chemical  
warfare experts  
through an  
integrated  
employee  
information  
profile**

**...issue  
supplies in a  
timely manner  
with reduced  
paperwork**



**...know what  
munitions are  
available in any  
given place at  
any given time**

**...purchase  
land and build  
a youth center  
to support a  
military family  
housing  
community in  
less time**



# The Need for Change is Clear

- Services and Agencies Have Individual Processes and Over 2000 Supporting Systems That Focus Primarily on Their Own Operations
- Results Are:
  - Costly, Redundant and Inefficient Management of DoD Resources
  - Accurate, Reliable, Timely, and Informed Management Decision-making Not Supported DoD-wide

## Combatant Commanders



## Agencies





# Top Leadership is Critical to Success

***"We simply have to transform this place. It is every bit as important to the success of the global war on terrorism as the other things we're doing."***

***-Secretary of Defense Donald Rumsfeld***



***"It's a key element in the secretary's efforts to transform this department.... transformation has been viewed as new weapons systems or communications, or even culture.... but there's another one, too, and that's transforming the way we do business in this place."***

***-Under Secretary of Defense (Comptroller) Dov Zakheim***



# DoD has Established the Business Management Modernization Program to Realize the Vision

- This program is chartered to:
  - Transform and modernize business processes across DoD
  - Standardize and integrate processes enabled by technology and systems
  - Capitalize on DoD strengths and infuse leading practices into DoD operations
- *What the program is not:*
  - A Finance and Accounting effort
  - A “systems” effort

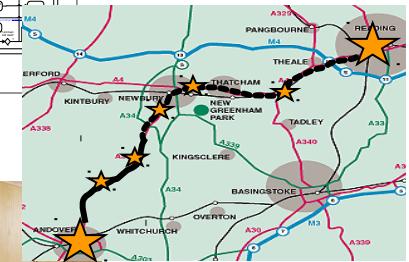
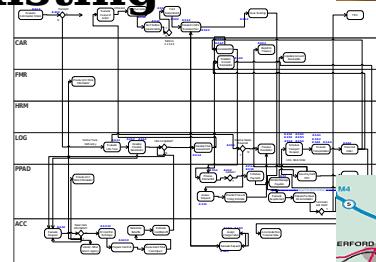
## SECDEF TOP 10 INITIATIVES

- #1 Pursue Global War on Terrorism
- #2 Strengthen Joint Warfighting Capabilities
- :
- #8 Homeland Security
- #9 Streamline DoD Processes
  - Shorten PPBS and acquisition cycle time
  - Financial Management Reform**
  - Shorten all DoD processes by 50%
- #10 ....



# DoD Approach

- The vision is realized through the development of an *enterprise architecture*, a list of business, technical and systems requirements that create a “blueprint” for building and connecting new and existing processes and systems
- End-to-end *business scenarios* have been designed to provide functional business process validation
- A *transition plan* lays out the key high level tasks which must be accomplished to implement the architecture
- Activities, business rules and requirements in the architecture have been grouped by business area, or *domain*
- Domain leaders will lead the *transformation* and coordinate the implementation of changes consistent with the architecture in partnership with BMSI and in accordance with the established governance model

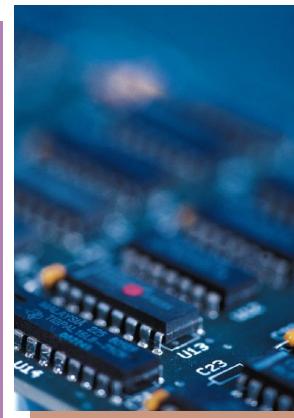




# Realizing the Transformation

## The Seven Domains

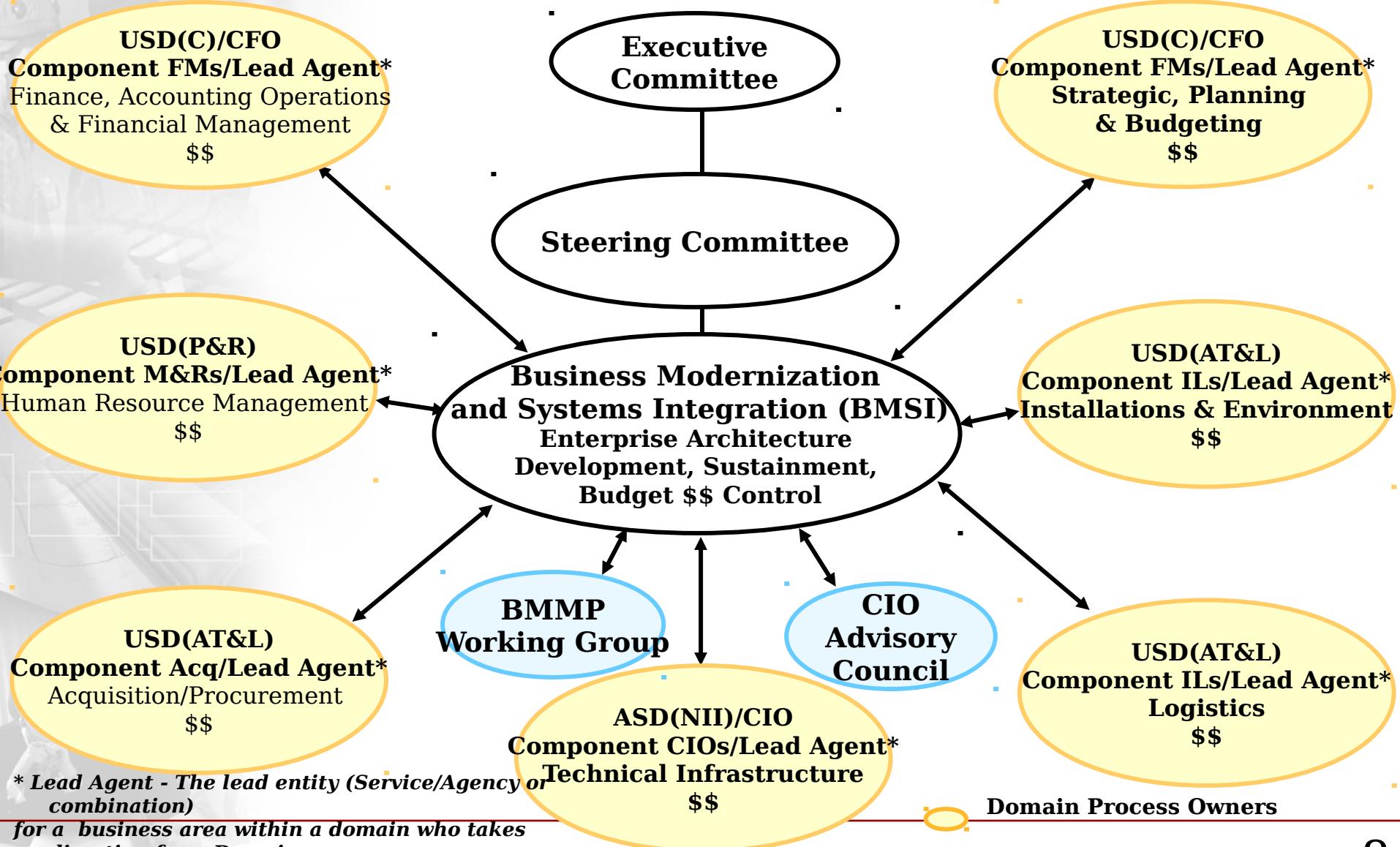
- Logistics
- Acquisition/Procurement
- Installations and Environment
- Human Resources Management
- Finance, Accounting Operations and Financial Management
- Strategic Planning and Budgeting
- Technical Infrastructure



Leadership in DoD's business areas, or Domains, will be responsible for coordinating and managing the transformation throughout DoD

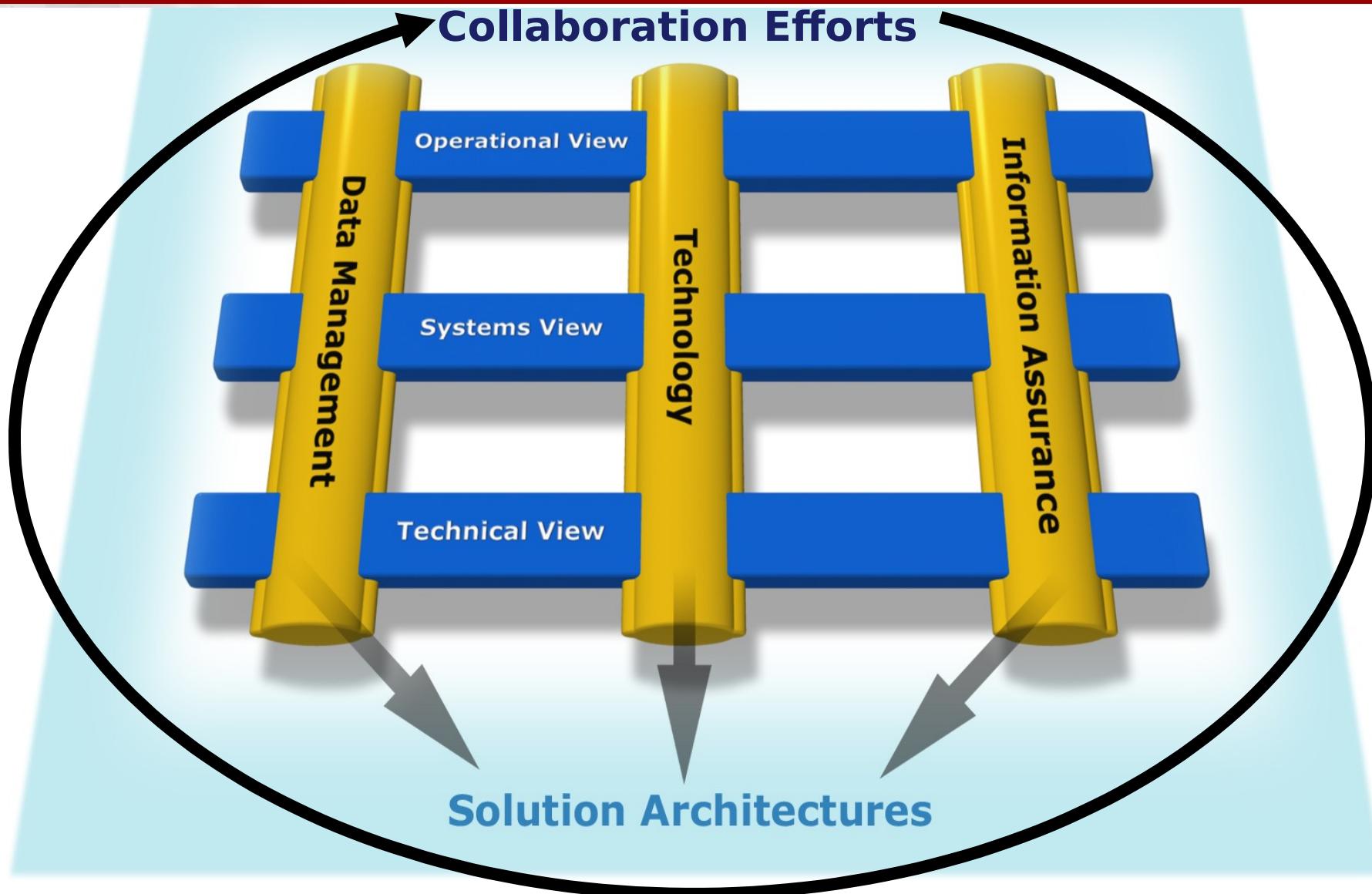


# Leading the Transformation

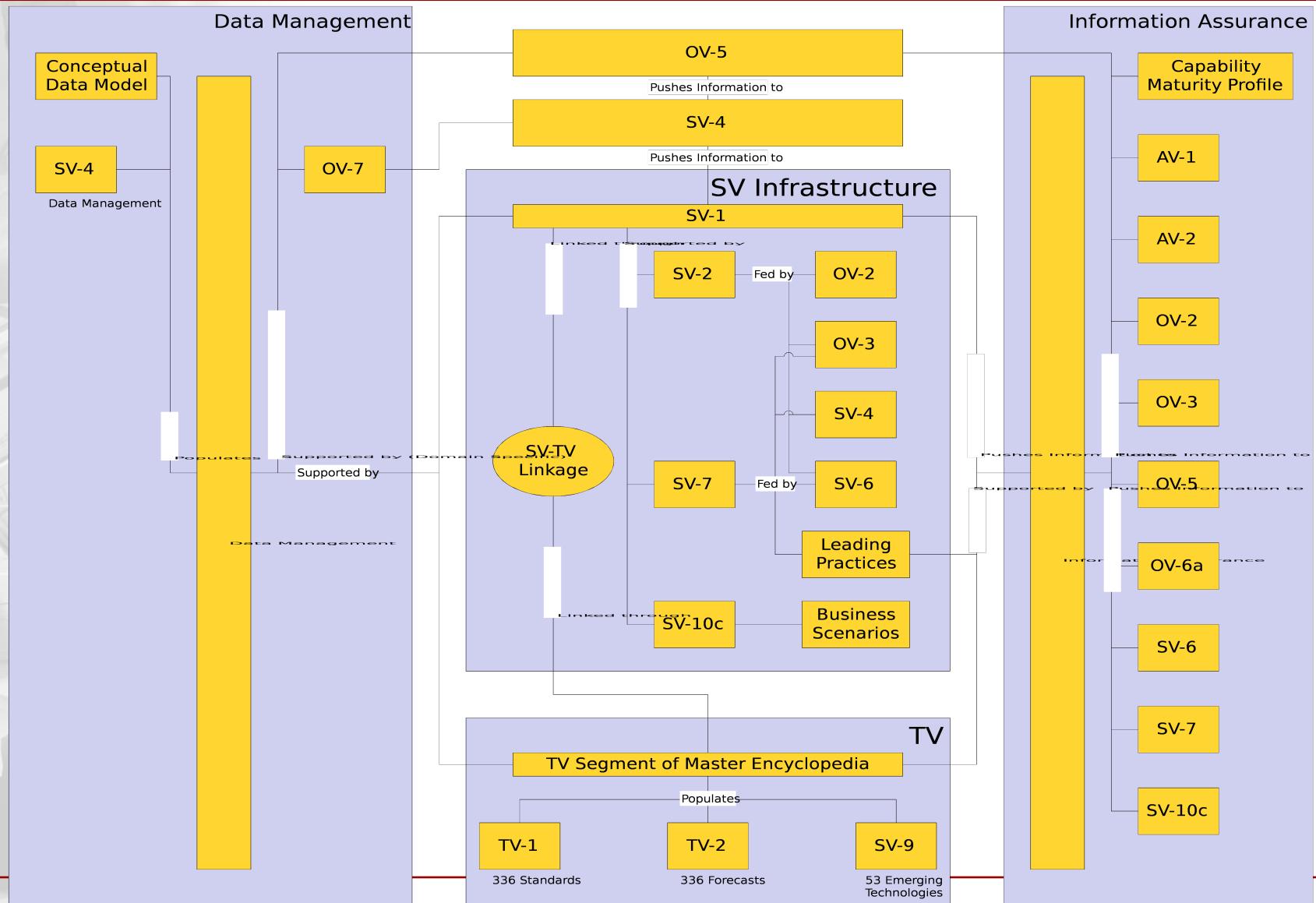




# An Integrated Technology Approach for DoD's Business Enterprise Architecture



# Technology Infrastructure Group





# Technology Infrastructure Group

- Completed collection of applicable technical standards, and the future capabilities of those standards (TV-1, TV-2, SV-9)
- Incorporated GIG Enterprise Services to BEA, using them to link systems and technical architectural views (SV-1, SV-2, SV-10c)
- Embedded Information Assurance throughout architecture (SV-7)
- Based on operational view requirements, began work on enterprise data management

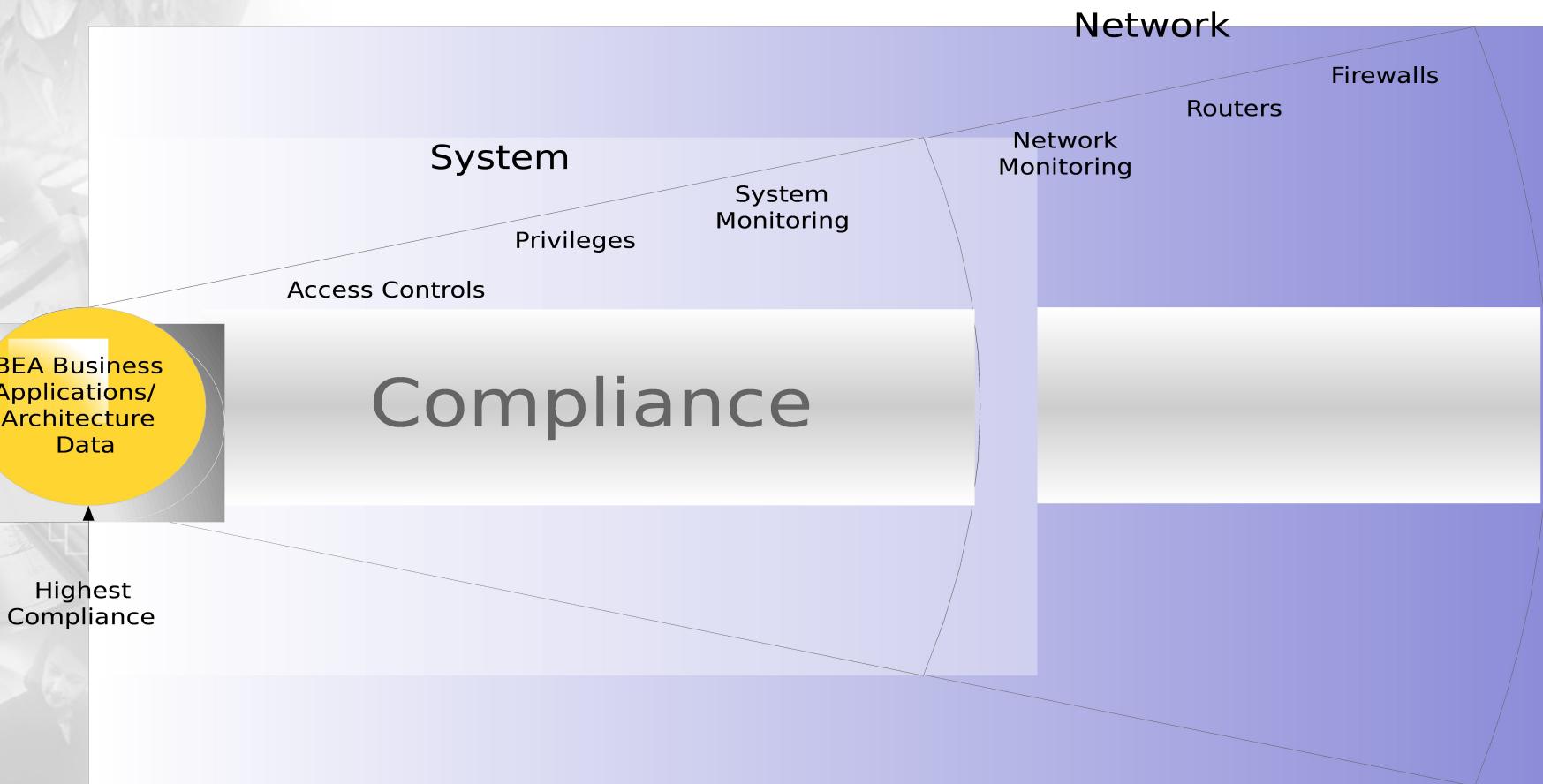


# BEA Information Assurance (IA) Goals

- **Implement IA Services at an appropriate level that reflects a balance of:**
  - Value of the information or information asset
  - Threats and vulnerabilities
  - Trustworthiness of sources (users and interconnecting systems)
  - Cost effectiveness
  - Risk assessments
- **Identify and incorporate IA requirements in BEA architecture products**
- **Focus on DoD Directive 8500.1, "Information Assurance," and DoD Instructions 8500.2, "Information Assurance (IA) Implementation"**
- **Infuse IA into BEA**



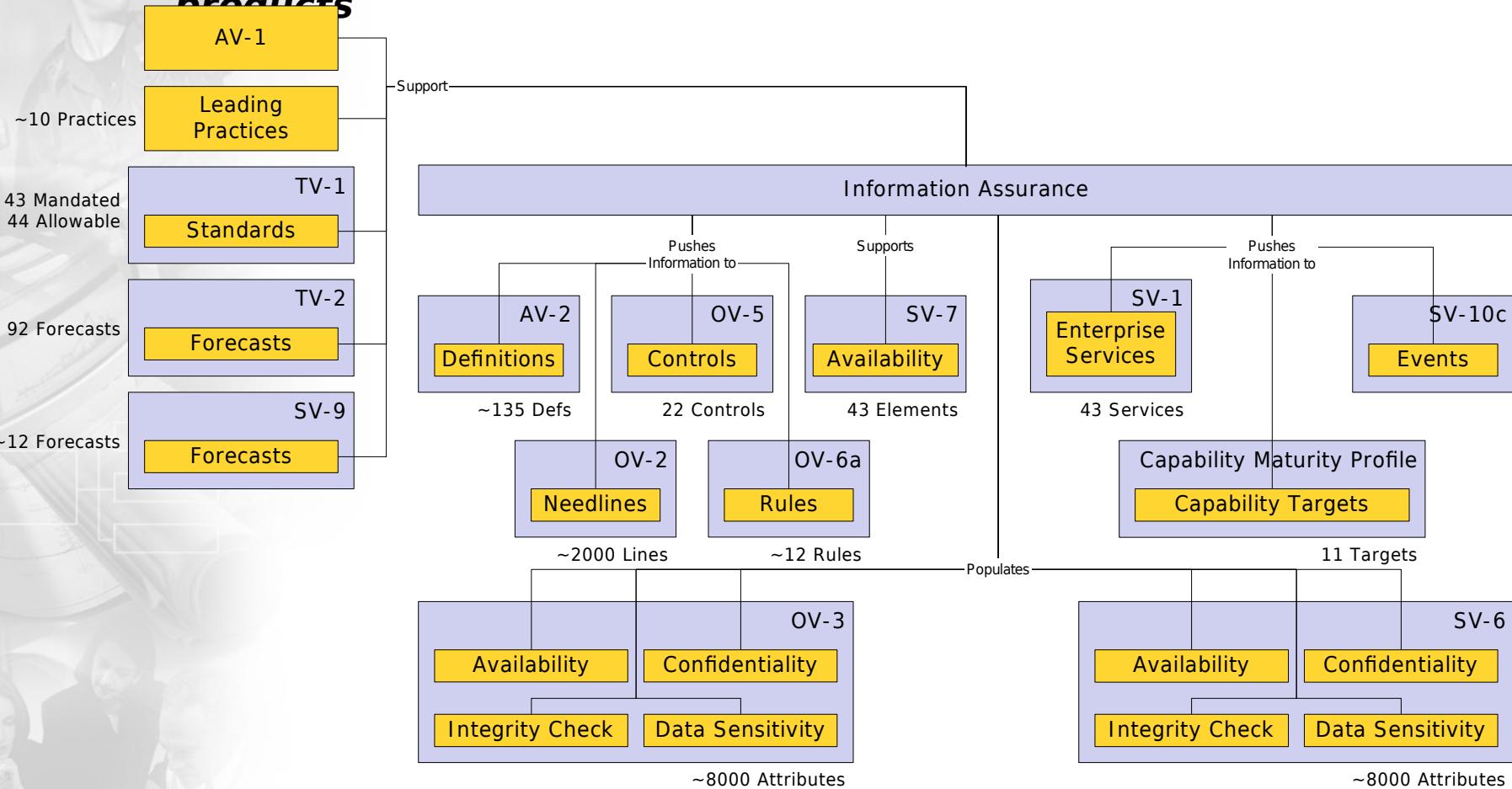
# “Inside-Out” Approach to Secure Architectures





# Information Assurance

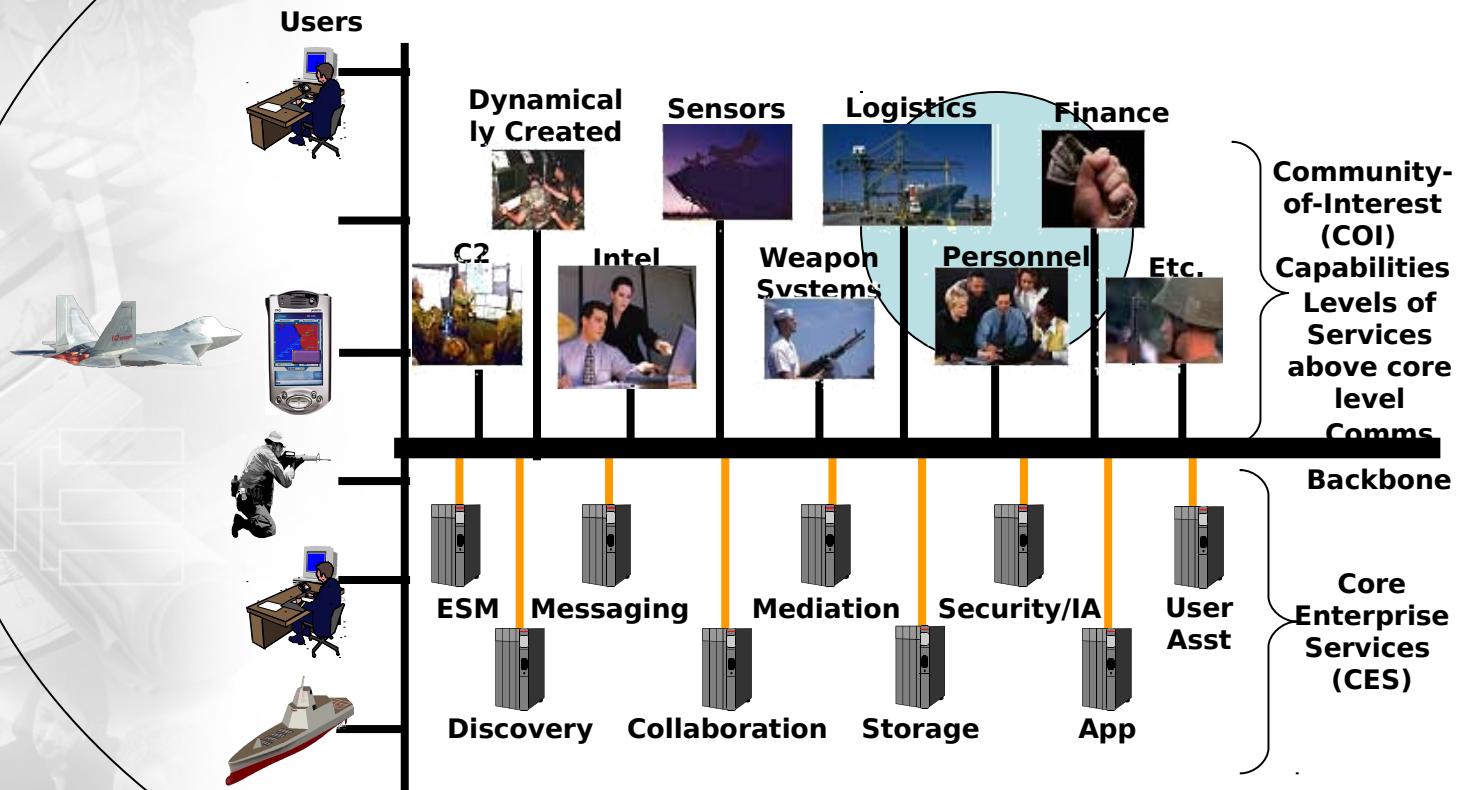
**BEA addresses Information Assurance in 14 architecture products**





# GIG Enterprise Services Taxonomy

## Global Information Grid (GIG)





# BEA Use of the GIG Enterprise Services

## Messaging Services

- Services that provide the ability to exchange information amongst users and applications via formal (organizational) and informal (email and message boards) messaging services, including structured and free form messages.

## Security Services

- Services that provide for the protection and assurance of information and data that traverse the network centric environment.

## Storage Services

- Services that manage the storage of data in a data warehouse and associated datamarts, and satisfy GIG information assurance requirements.

## User Assistant Services

- Services that provide assistance to any user (individuals, organizations, and physical assets) that interfaces with the GIG.



# BEA Use of the GIG Enterprise Services

## Application Services

- Services that host, acquire, and maintain infrastructure and mission functions.

## Collaboration Services

- Services that enable the interaction of two or more people, organizations, agencies, or assets to share multimedia data, information, applications, and common situational perspectives.

## Discovery Services

- Services that facilitate the search and retrieval of information content stored in Catalogs, Directories, and Registries.

## Enterprise Management Services

- Services that provide all aspects of systems and network management.

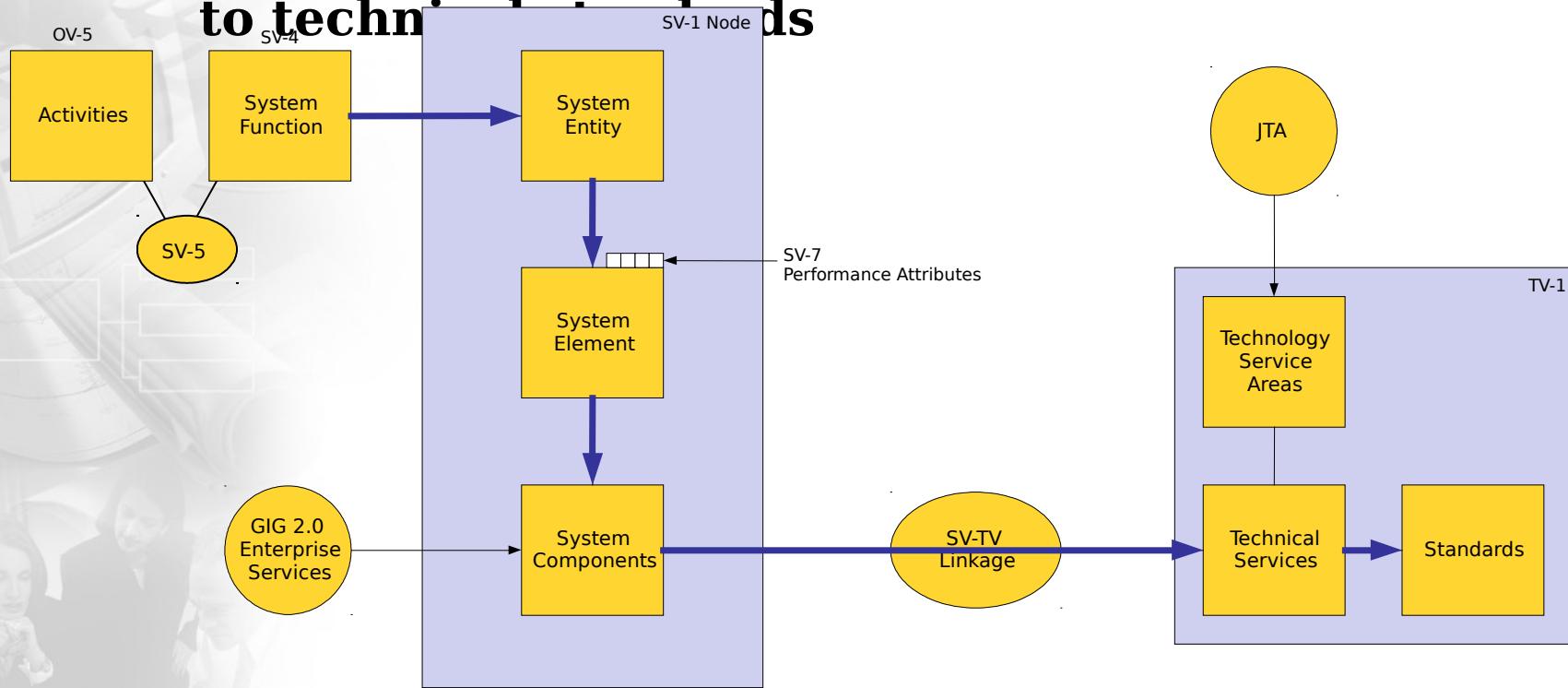
## Mediation Services

- Services that translate, aggregate, fuse, and integrate data/information.



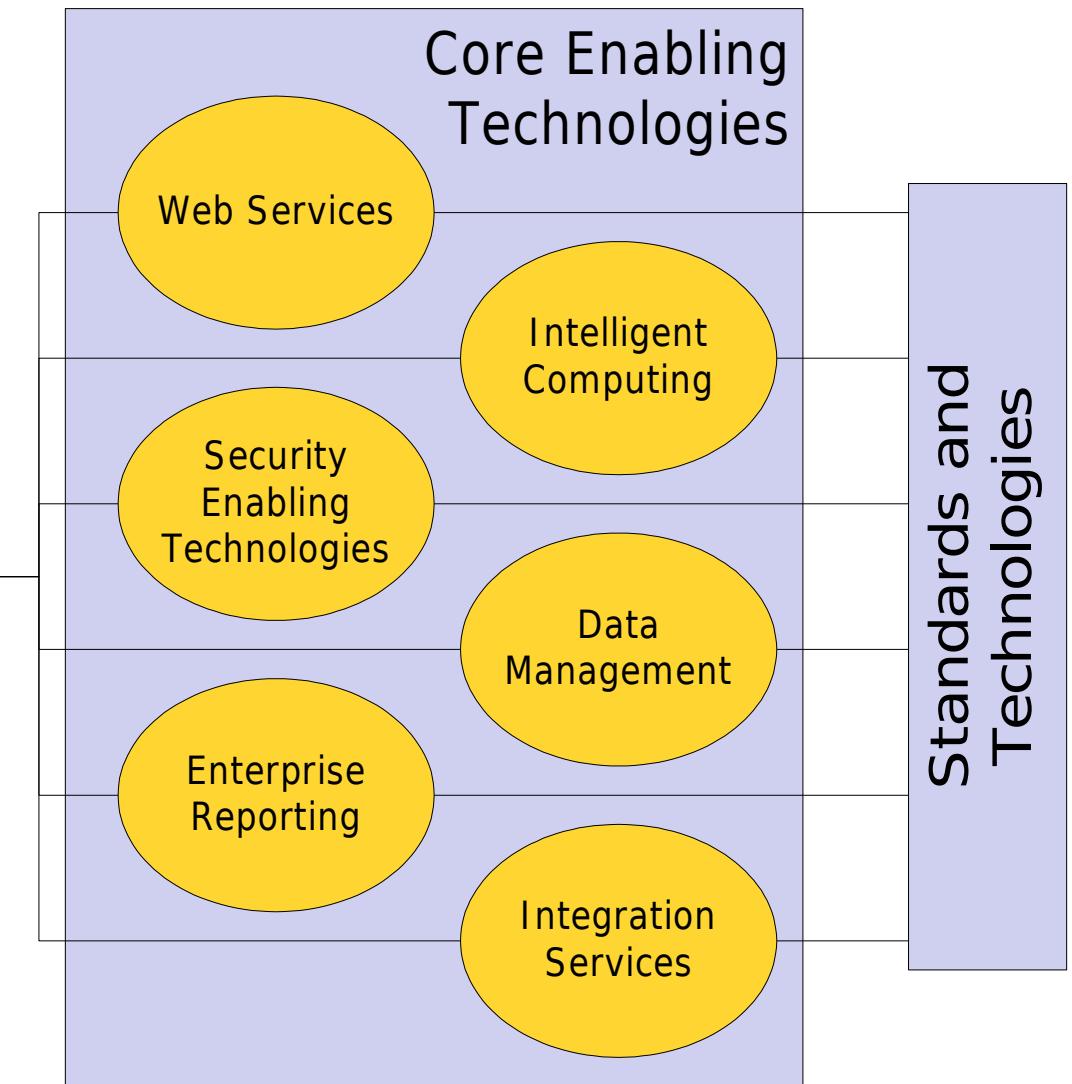
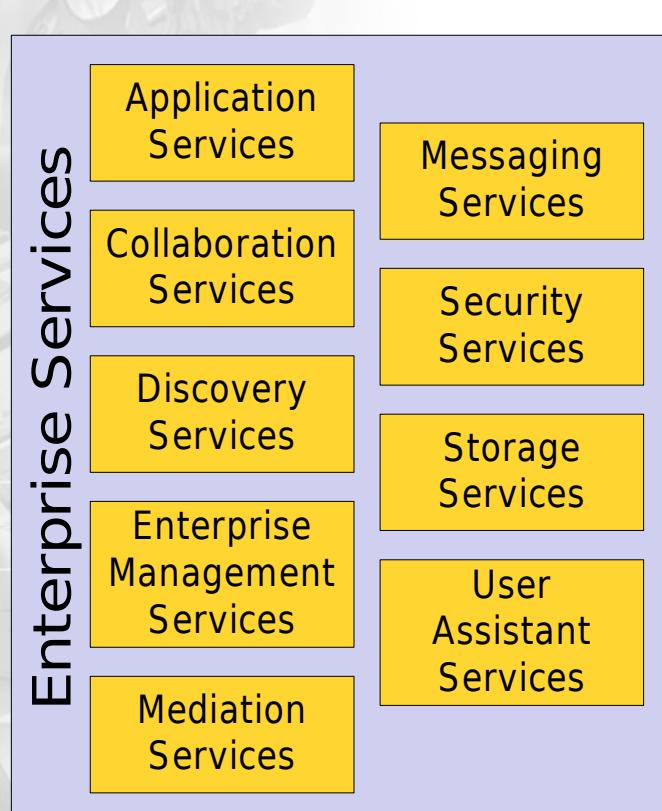
# Technology Infrastructure Integration

- Establish a relationship between architecture views
  - Provide full linkage from business functions through to technical standards





# Technology Infusion



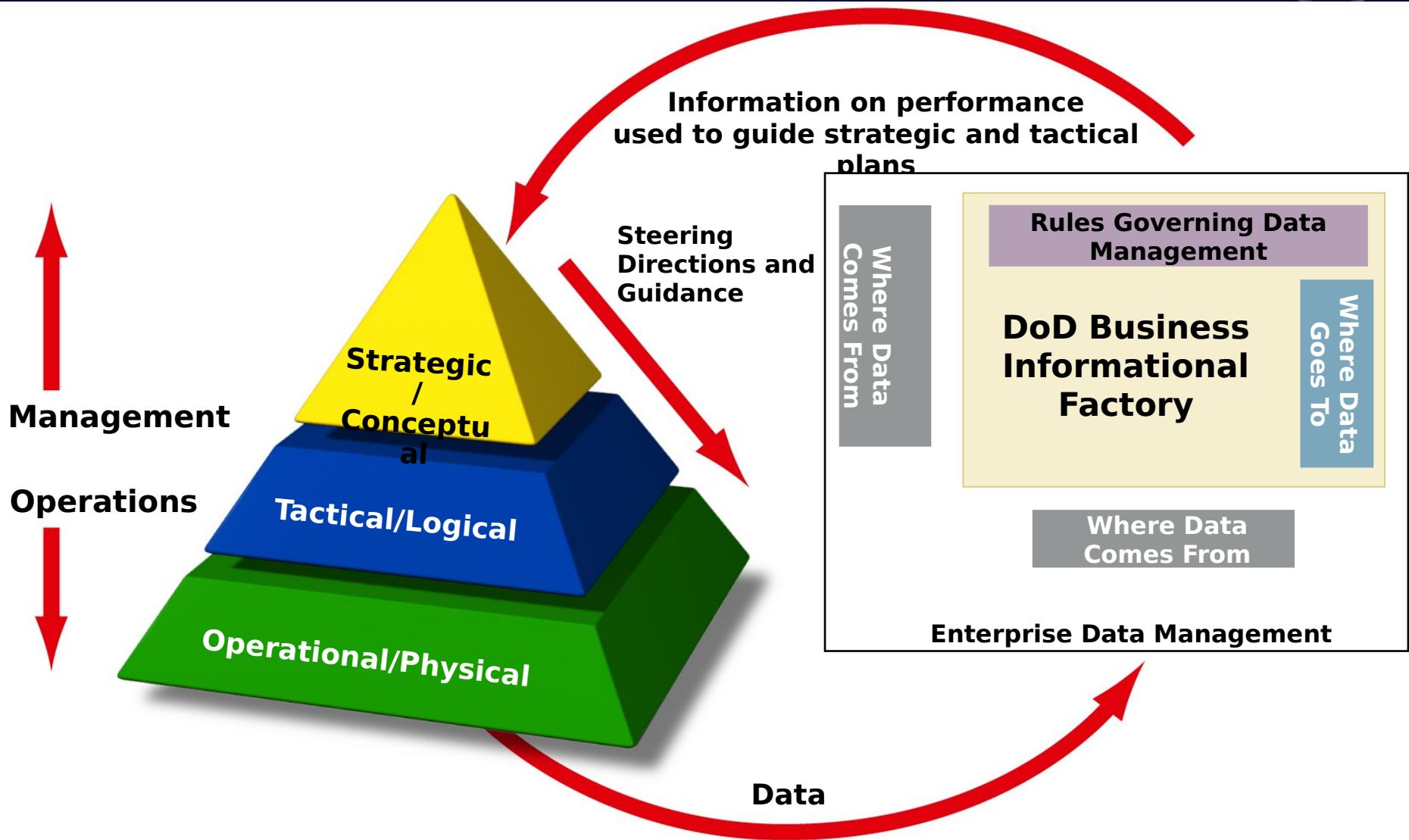


# BEA Data Management Principles

- **Increasing the Corporate Value of Information**
  - Making data available to the DOD Enterprise
  - Exploiting technical metadata
- **Providing a Flexible Paradigm**
  - Components can be phased in and out as Enterprise matures
  - Declarative approach to filtering and routing (metadata tagging)
  - Information will be available as each business unit needs it
  - Catalogue and subscribe
- **Creating Repeatable Data Management Processes**
  - Common reporting and integration processes
  - Single authoritative source of data, data validated at the source of entry
- **Integrating the Enterprise**
  - Creating data expectations
  - Identifying local and Enterprise (public and private)
  - Providing enterprise reporting and data sharing

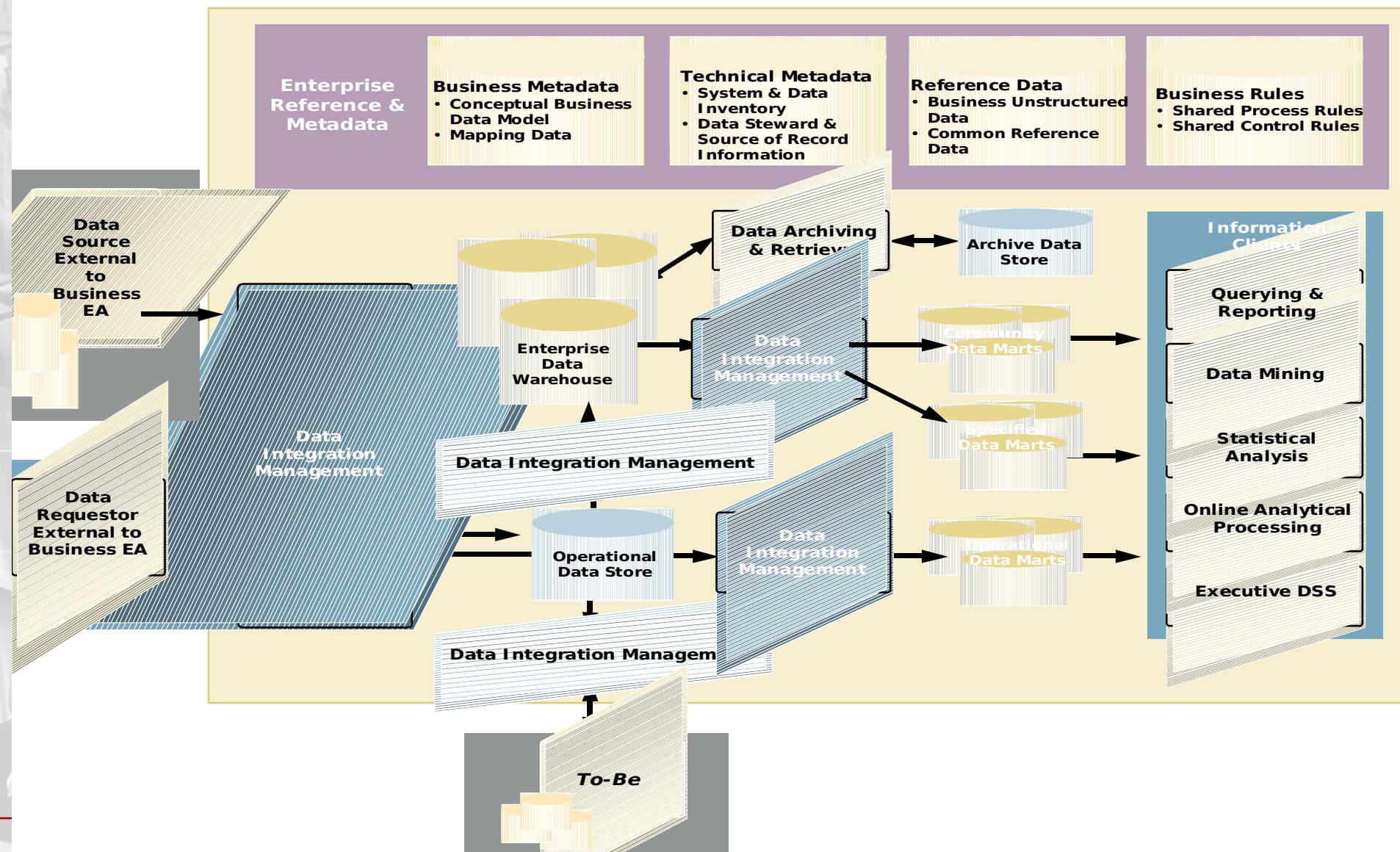


# BEA Data Management Implementation Approach





# BEA Data Management Architecture





# BEA Technical Infrastructure

- NI<sup>2</sup> is one of the seven BEA Domains
- BEA fully integrated<sup>2</sup> with NI initiatives
  - DoD Architecture Framework (formerly C4ISR)
  - Global Information Grid (GIG), Net-Centric Operation and Warfare (NCOW), Core Architecture Data Model (CADM)
- BEA being integrated with Federal Enterprise Architecture (FEA)

Technical Infrastructure of the BEA fully on-board to support the Department and the Warfighter



# Many Will Benefit From This Effort

## Within DoD...

- **The Warfighter**
- **Decision-makers**
- **Employees**



**...and beyond**

- **Taxpayers**
- **Congress**
- **Homeland Defense Mission**
- **Families of the Warfighter**





# Activities Critical to DoD Success

Promote culture towards enterprise standards and practices

Support information flow and engage in two-way communication

Utilize Incentives Program

Evolve all aspects of the business resources

Implement Education and Training Plan

Set clear goals and post progress against those goals

Leadership Commitment





# We Have A Plan And Are Executing Against It

Maintain, Extend, &  
Integrate BEA

Maintain & Extend  
the Repository

Maintain & Update  
Enterprise  
Transition Plan

Integrate w/NII -  
Enterprise Level  
Services & Standards

**BEA Enterprise  
Integration - Across  
Domains**

The screenshot shows the homepage of the Department of Defense Business Management Modernization Program. The header features the US Department of Defense seal and the text "Department of Defense Business Management Modernization Program". Below the header is a navigation bar with links to "Home", "Overview", "Architecture", "Governance", "Transition", "Mission" (highlighted in blue), "Solution" (highlighted in orange), and "Actions" (highlighted in green). To the right of the navigation bar is a search box with a "go" button. The main content area contains a quote from Donald B. Rumsfeld: "*The war on terrorism does not supplant the need to transform DoD; instead, we must accelerate our organizational, operational, business, and process reforms.*" A signature of Donald B. Rumsfeld is shown next to the quote, along with his title "Secretary of Defense". Below the quote is a paragraph about the U.S. Military's state of transformation and the establishment of the BMMP. On the left side, there is a sidebar titled "Quick Links" with links to "Select Domain Area", "Architecture Products", "All Views (AV)", "Operational View (OV)", "System View (SV)", "Technical View (TV)", "Supplemental Materials", "Other Architecture Products", "Transition Plan", and "Compliance White Papers". The background of the page features a collage of military-related images, including an American flag, soldiers, and aircraft.

*"The war on terrorism does not supplant the need to transform DoD; instead, we must accelerate our organizational, operational, business, and process reforms."*

Donald B. Rumsfeld  
Secretary of Defense

The U.S. Military is in a state of transformation, creating the force that is "dominant across the full spectrum of military operations - pervasive in peace, decisive in war, preeminent in any form of conflict."<sup>1</sup> Clearly, national security is reliant on innovation in core combat-related areas. Less obvious and equally as challenging is the importance of innovation in mission essential, non-combat related areas that provide the foundation for military readiness. The Business Management Modernization Program (BMMP) was established to address that challenge.

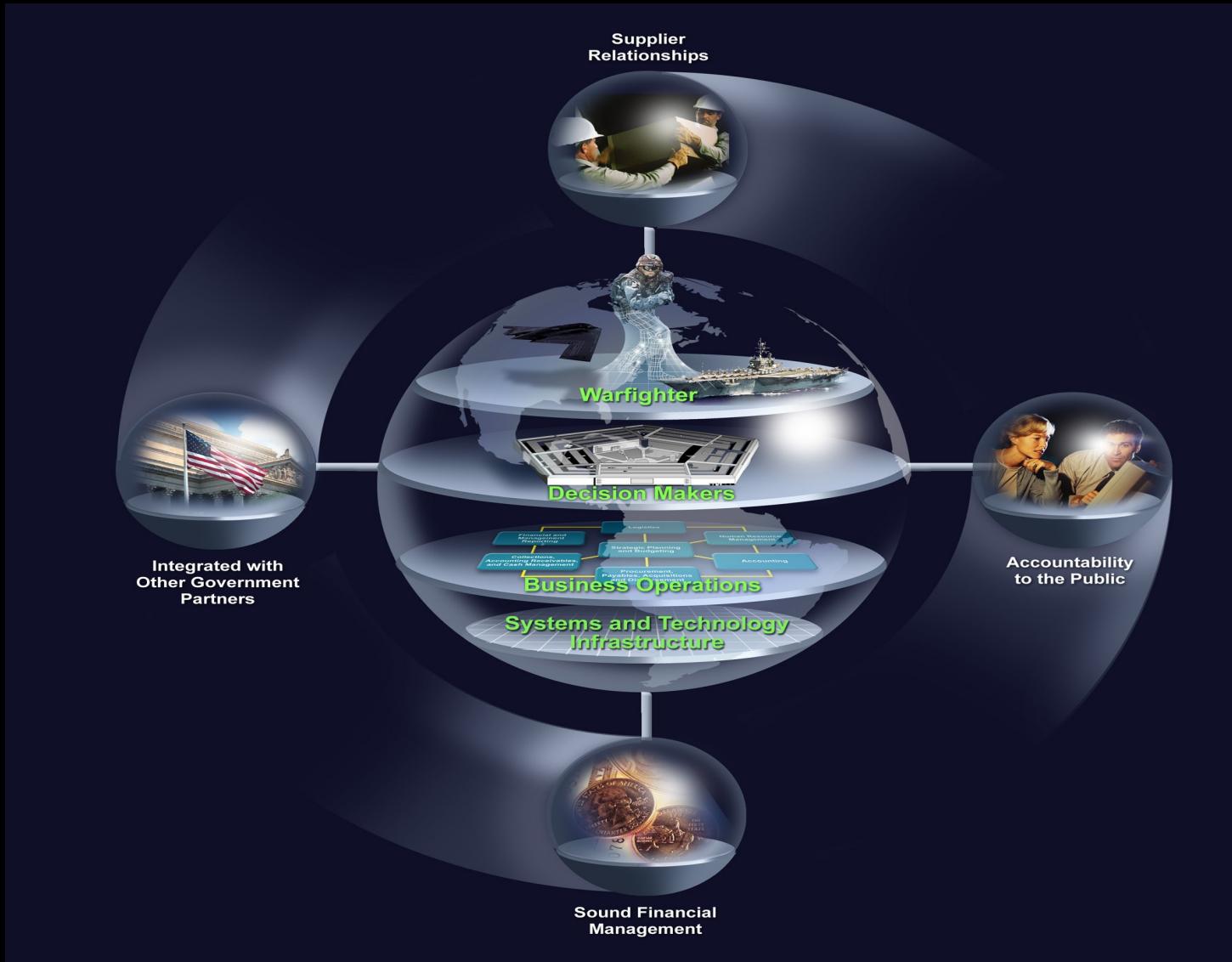
DoD's Financial Architecture gets a new name

GCN (May 2, 2003)  
The DoD's Financial Management Modernization Program Office yesterday became the Business

BMMP continues to earn a Green light from the Office of Management and Budget (OMB) on the President's Management Scorecard for the

- Visit the program website at  
<http://www.dod.mil/comptroller/bmmp/>
- Submit questions and comments from the website or send a message to [askfmmp@dfas.mil](mailto:askfmmp@dfas.mil)

# Business Enterprise Architecture



***World-Class Business Operations in Support of the  
Warfighter***